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ABSTRACT

The Strategic Staff Development Plan was implemented at Lansing Community College (LCC), in Michigan. This document describes the goals, implementation activities, and components of staff development at the college. An introduction indicates that the Plan represents over 300 hours of proposed training for LCC faculty, staff, and administrators and identifies the following five programs as a core curriculum for all college employees: team development; orientation to teams; team problem solving techniques; team work and self-directed work teams; and interpersonal communication, including listening skills and giving and receiving feedback. Next, the goal of staff development at LCC is briefly described as assisting employees to work collaboratively. Implementation of the Plan is reviewed, indicating that a cadre of internal trainers will be selected to identify learning opportunities and plan, design, and present future training related to college-wide reorganization. Also included is a professional development plan to be completed by all college personnel selecting workshops to be attended and indicating other training needs. The bulk of the report consists of descriptions and scheduling information for 24 workshops available to staff, including the 5 core workshops and workshops on such topics as developing job descriptions, meeting skills/facilitation, interviewing skills, time management, coping strategies, valuing diversity, leadership development skills, mentoring, delegation, and student advising. Calendars of activities for the last quarter of 1993, all of 1994, and the first half of 1995 are included. (KP)

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ED 371 811

STRATEGIC STAFF DEVELOPMENT PLAN

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LANSING COMMUNITY COLLEGE

Personnel/Professional Development

1993 - 1995

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JC 940 416



PRESIDENT'S OFFICE

LANSING COMMUNITY COLLEGE
QUALITY EDUCATION AND TRAINING FOR THE FUTURE
Established in 1957

September 1, 1993

The Strategic Staff Development Plan enclosed in this document represents over three hundred hours of proposed training for Lansing Community College faculty, staff and administrators. LCC is committed to assisting the members of the LCC team as they develop their ability to work collaboratively and cooperatively in a team centered approach.

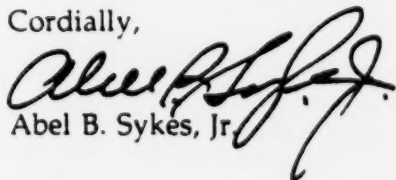
I encourage each of you to carefully review the contents of this Plan. Of the training proposed, five programs focusing upon team related skills have been identified as "core curriculum" which is strongly recommended for all college employees. To assist you as you plan your professional development activities, each of you will have an opportunity to complete a Professional Development Plan, with assistance and consultation from your dean or team leader.

The courses included in the core are:

Team Development
Orientation To Teams
Team Problem Solving Techniques
Team Work & Self Directed Work Teams
Interpersonal Communication: Listening Skills and Giving & Receiving Feedback

These programs are focused on creating and sharpening the skills we will all need if we are to improve on what we do at Lansing Community College. As we move through the 1993-94 transition year, I look forward to participating with you in an exciting series of Professional Development activities.

Cordially,



Abel B. Sykes, Jr.

GOAL: The goal of this strategic staff development plan is to assist employees in their ability to work collaboratively and cooperatively using a team-centered approach to decision-making and assist the college in reaching its strategic planning goals resulting in measured outcomes.

LCC employees will be empowered by the acquisition of knowledge and skills to be more proficient in meeting the challenges of their role and function and find the opportunity for continued growth and development.

IMPLEMENTATION:

1. A cadre of internal trainers will be selected through a formal application process. This cadre will assist LCC in building its own capacity for training and development. They will work with Professional Development and with an external consultant in identifying learning opportunities, planning, designing and presenting future training related to reorganization.
2. This cascade approach to training provides both external and internal expertise for various work teams to assist in developing cohesiveness and in functioning as work teams within Lansing Community College.
3. All employees will be asked to complete the enclosed Professional Development Plan in consultation with their Divisional Deans or a team leader.

No additional fliers will be mailed regarding these training courses. YOUR PARTICIPATION WILL BE CONFIRMED by the PD office once your Professional Development Plan has been completed and processed.

Professional Development Plan

Name: _____ Mail Code: _____

Division: _____ Phone: _____

Date	AM	PM	WORKSHOP TITLES	Date	AM	PM	WORKSHOP TITLES
			Team Development (C)				Tools For Motivating Employees
			Developing Job Descriptions				Personal Development Plan
			Divisional/Unit Planning				Valuing Diversity
			Orientation To Teams (C)				Team Work & Self Directed Work Teams (C)
			Meeting Skills/Facilitation				Performance Appraisals For Teams
			Preparing For Change: From Traditional To Team Roles				Re-Careering
			Communication/Conflict Resolution				Leadership Development Skills
			Interviewing Skills				Mentoring
			Team Problem Solving Techniques (C)				Delegation
			Time Management				Interpersonal Communication: Listening Skills and Giving & Receiving Feedback (C)
			Coping Strategies				Student Advising
			Coaching Skills For Leaders				DLT Training

(C) = Core Courses

Other Training Needs

Dean/Representative (signature) Date

Employee (signature) Date

Please send Professional Development - 8240, a copy of form when completed. YOUR PARTICIPATION WILL BE CONFIRMED.

OVERVIEW

Our current process of team building and restructuring takes issues of power, decision-making and resource allocation out from under the burden of a growing bureaucracy and places responsibility for its particular activity with work teams.

The primary purpose of the work team is to coordinate all of its resources and formulate a strategic plan for responding to the changing demands in the external environment. In order to function as highly effective work teams, units must emphasize teamwork, participative management, shared resources and strategic planning. This strategic staff development program has been designed to effectively guide individuals to a collective, collaborative team approach to managing their resources and solving problems.

These initial workshops should not be seen as complete, but rather as a beginning toward a more team centered approach to decision-making. Further workshops will need to be developed to keep pace with the changing needs of employees. Professional Development will employ an on-going analysis and diagnosis of employee needs in an attempt to provide staff development in areas which impact and support employees' abilities to work effectively. Your ideas and suggestions are always welcomed.

Professional Development

1993 Calendar

MONTH	TITLE	PAGE
September	Team Development (C)	1
	Divisional/Unit Planning	3
	Orientation To Teams (C)	4
October	Divisional/Unit Planning	3
	Meeting Skills/Facilitation	5
	Preparing For Change: From Traditional To Team Roles	6
November	Divisional/Unit Planning	3
	Coping Strategies	11
	Communication/Conflict Resolution	7
December	Communication/Conflict Resolution	7
	Interviewing Skills	8
	Team Problem Solving Techniques (C)	9
	Academic Advising	24

(C) = Core Courses

1994 Calendar

MONTH	TITLE	PAGE
January	Divisional/Unit Planning	3
	Meeting Skills/Facilitation	5
	Team Problem Solving Techniques (C)	9
February	Time Management	10
	Interviewing Skills	8
March	Interpersonal Communication: Listening Skills and Giving & Receiving Feedback (C)	22
	Coaching Skills For Leaders	12
	Divisional/Unit Planning	3
April	Time Management	10
	Coaching Skills For Leaders	12
	Tools for Motivating Employees	13
	Personal Development Plan	14
May	Valuing Diversity	15
	Team Work and Self Directed Work Teams (C)	16
	Divisional/Unit Planning	3
	Delegation	21
June	Performance Appraisals For Teams	17
	Re-Careering	18
July	Developing Job Descriptions	2
	Leadership Development Skills	19
	Mentoring	20
August	Leadership Development Skills	19
	Divisional/Unit Planning	3
September	Meeting Skills/Facilitation	5
November	Team Work & Self Directed Work Teams	16

(C) = Core Courses

1995 Calendar

MONTH	TITLE	PAGE
January	Divisional/Unit Planning	3
February	Coping Strategies	11
April	Personal Development Plan	14
May	Valuing Diversity	15
	Mentoring	20
June	Performance Appraisals For Teams	17

Title: Team Development

This training is designed to assist employees in building successful teams; develop clarity in team goals; overcome communication obstacles; and identify beneficial team behaviors.

Focus	All College Teams ★
Trainer	Tom Coens
Duration	8 hours (including in-class activities)
Start Date	September 16, 1993 (Off Campus) (For DLTs)
Repeat Sessions	September 17, 1993 (Off Campus) (For DLTs) November 17, 1993 (Off Campus) (For all other teams) November 23, 1993 (Off Campus) (For all other teams) (More Sessions Scheduled As Needed)

★ = Must sign up as a team

"Team learning is a tool for raising the collective IQ of a group above that of anyone in it." - Anonymous

Title: Developing Job Descriptions

This workshop is designed to assist individuals in developing job descriptions that reflect not only a list of tasks and responsibilities, but a description that delineates the interrelatedness of a job to other units and shows work team processes.

Focus	All Employees
Trainer	Internal/External
Duration	6 hours
Start Date	July, 1994 (To Be Determined)
Repeat Sessions	None

"We are what we repeatedly do. Excellence then is not an act, but a habit." - Aristotle

Title: Divisional/Unit Planning

This workshop is designed to help each division/unit:

- Identify unit's purpose and how it contributes to the College's mission.
- Identify customers/purpose.
- Develop strategy, process and supplier analysis for the unit.
- Identify measures and indicators for success.
- Establish priorities for the year.
- Develop format for documenting/reporting team performance.

Focus	DLTs and others
Trainer	Joann Neuroth
Duration	One Day
Start Date	By appointment only. Call Professional Development to arrange an appointment when divisional leadership team is ready for Divisional/Unit Planning session.
Followup or Repeat Sessions	Teams must be registered by October 1, 1993.

"We are literally killing ourselves because of our inability to understand wholes."

- Peter Senge

Title: Orientation To Teams

This training provides participants with a conceptual framework for working in teams. A shared picture of what the team is trying to do (systems thinking) and a way to agree on how well we're doing (variation theory) is explored.

Focus	All employees
Trainer	Joann Neuroth
Duration	4 hours
Start Date	September 15, 1993 (See PD Flier For Details)
Repeat Sessions	September 17 & 23, 1993

"Chaos often breeds life, while order breeds habit." - Henry Adams

Title: Meeting Skills/Facilitation

Participants will learn how to prepare for and conduct effective meetings. Discussion skills, balanced participation and follow-up activities will be discussed.

Focus	All employees
Trainer	Internal
Duration	3.5 hours
Start Date	October 1, 1993 (8:00-11:30 a.m.) RM 202 GVT
Repeat Sessions	January 20, 1994 (12N - 4:00 p.m.) & RM 217 OC September 8, 1994 (8:00 - 12 Noon) RM 217 OC

"Lost time is never found again." - Anonymous

Title: Preparing For Change: From Traditional To Team Roles

This workshop is designed to help support staff understand their role in the new organization so that they can work effectively despite continuous change.

Focus	Support Staff
Trainer	External Panel of Support Staff Grand Rapids & Mott Community College
Duration	4 hours
Start Date	October 21, 1993 (1:00 - 5:00) RM 129 OC
Repeat Sessions	None

"Change is the law of life. And those who look only to the past or present are certain to miss the future." - John Fitzgerald Kennedy

Title: Communication/Conflict Resolution

Conflict is natural and inevitable. It is also a motivator for change. This training will be designed for participants to learn approaches to conflict resolution; how to use the win-win approach; how to find the source of the problem and how to identify goals you are seeking.

Focus	All employees
Trainer	Internal/External
Duration	4 hours
Start Date	November 18, 1993 (1:00-5:00 p.m.) RM 202 GVT
Repeat Sessions	December 3, 1993 (8:00 a.m. - 12 Noon) RM 217 OC

"For you to win, somebody else does not have to lose." - Gary D'Angelo

Title: Interviewing Skills

This training would identify the skills necessary to become an interviewer who is a good listener, is proficient in asking open questions and understands legalities involved with the interviewing process.

Focus	All employees
Trainer	Internal
Duration	4 hours
Start Date	December 2, 1993 (1:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	February 18, 1994 (8:00 - Noon) RM 217 OC

"I find the great thing in this world is not where we stand, as in what direction we are moving." - Oliver Wendell Holmes

Title: Team Problem Solving Techniques

This workshop will focus on various approaches and techniques used by teams in identifying, evaluating, and solving problems.

Focus	All employees
Trainer	Internal/External
Duration	3 hours
Start Date	December 9, 1993 (1:00 - 4:00 p.m.) RM 217 OC
Repeat Sessions	January 28, 1994 (8:00 - 11:00 a.m.) RM 217 OC

*"The shortest distance between two points is under construction."
- Noelle Alito*

Title: Time Management

There is no "one way" to organize a person's life. Participants will learn about their personal organizational style and discover proven strategies to organize their time more effectively.

Focus	All employees
Trainer	Internal
Duration	4 hours
Start Date	February 3, 1994 (1:00 - 5:00 p.m.)
Repeat Sessions	April 15, 1994 (8:00 - 12 Noon)

"True wisdom lies in gathering precious moments out of each day." - Anonymous

Title: Coping Strategies

In addition to discussing coping strategies, this workshop is designed to help individuals counter the feelings of stress, helplessness and victimization that are common to those affected by changes that just won't stop. Tactics for getting through difficult times and capitalizing on one's creative potential will be discussed.

Focus	All employees
Trainer	Internal/External
Duration	4 hours
Start Date	November 4, 1993 (8:00 - 12 Noon) & RM 217 OC November 4, 1993 (1:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	February, 1995 (To Be Determined)

"Don't find fault. Find a remedy." - Henry Ford

Title: Coaching Skills For Leaders

This workshop is designed to help participants evaluate the way they share information; how to provide constancy of purpose; how to nurture, build trust and develop leadership traits.

Focus	All DLTs and other leaders
Trainer	External
Duration	6 hours
Start Date	March 24, 1994 (10:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	April 22, 1994 (8:00 - 2 p.m.) RM 217 OC

"Knowledge comes, but wisdom lingers." - Anonymous

Title: Tools For Motivating

Motivation is the source that initiates, directs, and sustains personal behavior and action. People are motivated by fun, freedom, safety, power and love. Participants will explore intrinsic rewards which are used to help motivate people to perform at the highest possible level.

Focus	Team leaders and others
Trainer	Internal/External
Duration	4 hours
Start Date	April 28, 1994 (1:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	April 29, 1994 (8:00 - 12 Noon) RM 217 OC

"It is a terrible thing to look over your shoulder when you are trying to lead -- and find no one there." - Franklin D. Roosevelt

Title: Personal Development Plan

Training will provide participants with methods for assessing and developing their own improvement plan. It will outline techniques that can be used for assessing progress and developing a personal plan for any behaviors indicating need for change.

Focus	All employees
Trainer	External/Internal
Duration	6 hours
Start Date	April 8, 1994 (8:00 - 2:00 p.m.) RM 217 OC
Repeat Sessions	April, 1995 (To Be Determined)

"Those who profess to favor freedom...and deprecate agitation...want crops without plowing up the ground...rain without thunder and lightning..." - Frederick Douglas

Title: Valuing Diversity

Traditional management practices are not always applicable to individual experiences. This training is designed to help develop the skills and create the awareness needed by managers to be effective in meeting the needs of a diverse workforce.

Focus	All Employees
Trainer	Internal/External
Duration	4 hours
Start Date	May 5, 1994 (8:00 - 12 Noon) & RM 217 OC May 5, 1994 (1:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	May, 1995 (To Be Determined)

"We are all tied together in a single garment of destiny." - Martin Luther King, Jr.

Title: Team Work & Self Directed Work Teams

This phase of the teambuilding process is an acknowledgement that a team is indeed a team, working through their issues and solving their problems through cooperation and collaboration. Teams will continue working on shared leadership roles, designing projects and allocation of resources based on the agreed upon goal statement.

Focus	All Teams
Trainer	External
Duration	8 hours
Start Date	May 16, 1994 (All Day Off Campus)
Repeat Sessions	November, 1994 (To Be Determined)

"It takes nine months to have a baby, no matter how many people you put on the job." - American Saying

Title: Performance Appraisals For Teams

This workshop will focus on ways to evaluate and reward team performance opposed to individual performance. It will offer suggestions for evaluation measurements based on long-term goals versus increments of progress.

Focus	All teams
Trainer	Internal/External
Duration	8 hours
Start Date	June 8, 1994 (1:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	June 9, 1994 (8:00 - 12 Noon) RM 217 OC & June, 1995 (To Be Determined)

"There are no secrets to success. It is the result of preparation, hard work, learning from failure." - Gen. Colin L. Powell

Title: Re-Careering

This workshop explores with participants how to use change as a positive opportunity for realigning their life and their work. Participants will outline future goals and strategies for personal and professional growth.

Focus	All employees
Trainer	Internal/External
Duration	6 hours
Start Date	June 23, 1994 (8:00 - 2:00 p.m.) RM 217 OC
Repeat Sessions	June 24, 1994 (8:00 - 2:00 p.m.) RM 217 OC

"Life is a series of collisions with the future; it is not a sum of what we have been but what we yearn to be." - José Ortega Gosset

Title: Leadership Development Skills

Leadership Development is crucial to the success of administrative and program staff. A group of representatives from various administrative and programming units will be convened to assist in identifying crucial leadership skill needs. This workshop will focus on those needs.

Focus	All Employees
Trainer	Internal/External
Duration	4 hours
Start Date	July, 1994 (To Be Determined)
Repeat Sessions	August, 1994 (To Be Determined)

*"There go my people. I must find out where they are going so I can lead them."
- Alexandre Ledru-Rollin*

Title: Mentoring	
Participants will learn how to effectively mentor employees whereby the individual can gain experiential knowledge essential to their success.	
Focus	All employees
Trainer	Internal
Duration	4 hours
Start Date	July 14, 1994 (1:00 - 5:00 p.m.), RM 217 OC
Repeat Sessions	May, 1995 (To Be Determined)

*"Example is not the main thing in influencing others, it's the only thing."
- Albert Schweitzer*

Title: Delegation

All managers/supervisors must decide how much work they should do themselves and what should be assigned to others.

This workshop is designed to enhance the capability of distributing work to others by analyzing the three steps - accountability, authority and responsibility.

Focus	All Employees
Trainer	Internal/External
Duration	3 hours
Start Date	May 26, 1994 (1:00 - 4:00 p.m.) RM 217 OC
Repeat Sessions	May 27, 1994 (8:00 - 11:00 a.m.) RM 217 OC

*"It is not fair to ask of others what you are not willing to do yourself."
- Eleanor Roosevelt*

**Title: Interpersonal Communication:
Listening Skills and Giving &
Receiving Feedback**

This workshop is designed to increase the learner's knowledge of the listening process; and increase the learners insight into his or her own listening ability.

Focus	All employees
Trainer	Internal
Duration	4 Hours
Start Date	March 3, 1994 (1:00 - 5:00 p.m.) RM 217 OC
Repeat Sessions	March 4, 1994 (8:00 - 12 Noon) RM 217 OC

"The only reason some people listen is to gain time for a rebuttal." - Anonymous

Title: DLT TRAINING

This day is scheduled for Divisional Leadership Teams to convene and assess their progress, brainstorm, and suggest additional training and direction for the college.

Focus	All DLTs
Trainer	Internal/External
Duration	4 hours
Start Date	March 11, 1994 (Off Campus)
Repeat Sessions	To Be Determined

"Nothing contributes so much to tranquilize the mind as a steady purpose -- a point on which the soul may fix its intellectual eye." - Mary Shelley

Title: Academic Advising

Although much advising is related to specific content areas, there are college-wide programs and information to be shared with individuals who are responsible for student advising at Lansing Community College.

Focus	All employees responsible for advising
Trainer	Dr. John Cansfield
Duration	4 Hours
Start Date	December 8, 1993 (8:00 - 12 Noon) RM 150 GPE
Repeat Sessions	To Be Determined

"Judge each day, not be the harvest, but by the seeds you plant" - Anonymous

SUGGESTED READING

1. *Managing Transitions* by William Bridges, 1991, Addison-Wesley Publishing Company, MA
2. *Discovering Common Ground* by Marvin Weisbord, 1993, Berrett-Koehler, CA
3. *The Executive Guide to Strategic Planning* by Patrick J. Below, George L. Morrissey, Betty L. Acomb, 1987, Jossey-Bass Inc., CA
4. *The Executive Guide to Operational Planning* by George L. Morrissey, Patrick J. Below, Betty L. Acomb, 1987, Jossey-Bass Inc., CA
5. *Total Quality Transformation: Improvement Tools*, 1993, QIP, Inc., and PQ Systems, Inc., OH
6. *The Wisdom of Teams: Creating the High Performance Organization* by Jon R. Katzenbach & Douglas K. Smith, McKinsey & Co.
7. *The New Paradigm in Business: Emerging Strategies for Leadership and Organizational Change*, edited by Michael Ray and Alan Rinzler, Jeremy Tarcher/Perigee Publisher
8. *Empowered Teams* by Wellins, Byham & Wilson
9. *Adventures of a Self-Managing Work Team* by M. Kelly
10. *Real People Real Work: Parables on Leadership* by Cheaney & Cotter, SPC Press

NOTES

STRATEGIC STAFF DEVELOPMENT PLAN

CRITERIA FOR TRAINING CADRE

Individuals selected as part of the Lansing Community College training cadre will present and/or facilitate workshops related to their area of expertise. Assignment of these trainers to workshop presentations will be made by Personnel/Professional Development.

The following criteria will be used to select college-wide trainers for team building workshops.

1. An individual who has
 - a. current knowledge in a relevant content area,
 - b. worked in that area within the last three years,
 - c. over three years experience in that particular field,
 - d. taught in this content area in the public or private sector within the last three years,
 - e. previous experience with adult learners within the last three years, and
 - f. adaptive, innovative, and responsive teaching techniques to meet the needs of adult learning styles.

TRAINERS WILL BE ASKED TO . . .

- Provide behavioral objectives to learners.
- Make certain the objectives match the performance goals expected.
- Provide exercises for each objective.
- Provide an action plan for learners to apply skills on the job.
- Develop job aids and/or performance checklists to help learner apply skills.

STRATEGIC STAFF DEVELOPMENT PLAN

APPLICATION FOR TRAINING CADRE

(Please use a separate sheet of paper to respond.)

Note: If you are interested in applying for a position as a member of the LCC Training Cadre, please submit your application to Professional Development, 8240, 210 North House. Applicants meeting the appropriate criteria will be called for an interview. For further information, please call 483-1853.

1. Please identify your subject(s) matter expertise.
2. Please share your work experience in these subject areas (*within the last 3 years*):
 - designing curricula courses or programs (*please specify for whom and where*)
 - training (*please specify for whom and where*)
 - teaching (*please specify for whom and where*)
3. Please describe the type of teaching/training techniques you use with adult learners.
4. Please list any degree(s) or certification(s) you've received.
5. Please share any additional knowledge you've acquired in this area (*i.e. extended studies, sabbatical, workshops, etc.*)
6. Why are you interested in becoming a trainer?

Name: _____

Dept./Div.: _____

Home Address: _____

Phone Number: (H) _____ (W) _____